General Faculty Meeting
September 25, 2018

Agenda

- Welcome/Announcements - Wally Whiteheart, PhD and Kristy Deep, MD
- LCME Update - Charles “Chipper” Griffith, MD
- Regional Campus Expansion – Todd Cheever, MD and Steve Haist, MD
- Physician Compensation Update – Roxie Allison and Michael Dobbs, MD
- Gavel presentation to Dr. Whiteheart – Kristy Deep, MD
LCME Update
Dr. Griffith

LCME Accreditation Site Visit

Monday, September 24th
Bowling Green Campus

Monday, October 15th – Tuesday, October 16th
Lexington Campus

Wednesday, October 17th
Northern Kentucky Campus Visit (am)
Morehead Campus Visit (am)
Lexington Campus (pm)

Thursday, October 18th
Exit Report to the Dean
LCME Accreditation Site Visit Team

Team Chair
Janet C. Lindemann, MD, MBA, Family Medicine
Dean Emeritus, University of South Dakota

Team Secretary
Robert F. Sabalis, PhD
Clinical Psychology, University of South Carolina

Team Members
Martha Cole McGrew, MD, Family Medicine
Executive Vice Dean, University of New Mexico

Imran Izzat Ali, MD, Neurology
Vice Dean and Inaugural Chair of Medical Education, University of Toledo

Gene Hu
LCME Student Member, University of Texas Southwestern

Faculty Fellow
Christin M. Traba, MD, MPH, Pediatrics
Assistant Dean for Clerkship Education, Rutgers New Jersey Medical School

Major Areas of Focus

• Regional Campuses

• Diversity and Inclusion

• Student Debt/Scholarships

• Facilities
# UK COM-Bowling Green Teaching Faculty

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Rank</th>
<th>Title Series</th>
<th>Teaching Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackie Pope-Tarrence, PhD</td>
<td>Behavioral Science</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>ICM Preceptor</td>
</tr>
<tr>
<td>Aaron Wichman, PhD</td>
<td>Behavioral Science</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>ICM Preceptor</td>
</tr>
<tr>
<td>Diana Cavanah Propst, MD</td>
<td>Internal Medicine</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>Case-based Learning; Admissions Committee Representative</td>
</tr>
<tr>
<td>Jennifer Shuemaker, MD</td>
<td>Internal Medicine</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>Case-based Learning</td>
</tr>
<tr>
<td>Doug Thomson, MD</td>
<td>Internal Medicine</td>
<td>Associate Professor</td>
<td>Adjunct Title Series</td>
<td>ICM Preceptor; Case-based Learning</td>
</tr>
<tr>
<td>Sonya Dick, DPT</td>
<td>Neuroscience</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>Anatomist; Curriculum Committee Representative</td>
</tr>
<tr>
<td>James Beattie, MD</td>
<td>Pathology and Laboratory Medicine</td>
<td>Associate Professor</td>
<td>Voluntary Title Series</td>
<td>Pathology Digital Labs</td>
</tr>
<tr>
<td>Marcia Fantoni Torres, MD, PhD</td>
<td>Pediatrics</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>ICM Preceptor; Faculty Point Person for Foundations, Hem/Lymph, Neurosciences, MSK</td>
</tr>
<tr>
<td>Todd Cheever, MD</td>
<td>Psychiatry</td>
<td>Associate Professor</td>
<td>Special Title Series</td>
<td>ICM Preceptor; Faculty Point Person for ICM, BBM</td>
</tr>
<tr>
<td>Scott Littleton, MD</td>
<td>Psychiatry</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>ICM Preceptor</td>
</tr>
<tr>
<td>Jack Rubin, MD</td>
<td>Radiology</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>Ultrasound and Radiology Curriculum</td>
</tr>
<tr>
<td>Don Brown, DO</td>
<td>Surgery</td>
<td>Assistant Professor</td>
<td>Adjunct Title Series</td>
<td>Physical Exam</td>
</tr>
</tbody>
</table>
Diversity and Inclusion

- A pillar of the UK COM strategic plan
- Diversity categories:
  - Students: URM; Rural Kentuckian; Women
  - Faculty and Senior Administrative Staff: URM; Women
- Strong student diversity pipeline programs
  - 50% women for the last two entering classes
  - >10% URM in the last two entering classes (vs. 5% historically)
  - Largest number of Rural Kentuckians in the last two entering classes
- Improvements in faculty diversity
  - Up to 25th percentile for Women in URMs
  - Faculty hired in 2017-18, 10.5% are URMs, versus 5.5% for UK COM historically
- Coordinated, comprehensive diversity recruitment and retention plan (search committee strategies, partnerships with HBCs, unconscious bias training, etc.)

Student Debt/Scholarships

- Median student debt $240K vs. $195K nationally
- Strategies to limit debt
  - Guaranteed tuition
  - University-approved limited tuition increases (<3%/year)
  - Well-regarded financial aid advising system
- Scholarships
  - University capital campaign
  - Large scholarships from Med Center Health (BG) and St. Elizabeth’s (NKY)
Education Space Updates

Dean's Office moved to Pav H 2015
• Critical for student impression of accessibility of student affairs, deans, IT, curriculum staff, admissions, etc.

HG 611 (M1 classroom)
• 2013 classroom renovation with tiered seating & wireless communication
• 2017 audiovisual components updated

Library Renovation
• 2018 new layout seating increase from 100 to 156 (renovating 7,000 gross square feet)
• Anatomage Room - virtual anatomy table seating for 8
• Conference space

Clinical Education Space
• Space added at Good Sam and KCH

Medical Science
• MS 233 Study Space Renovation 2,722 NSF, mixed seating, ~90 study spaces
• Added four small group teaching study rooms seating 12 each
• 2019 MN342 and 442 renovation including upgrading the projectors

COM LC
• 2018 new cameras and microphones to enable regional campus communication

UK Simulation Center
• 2018 1,897 NSF dedicated to COM; 6,394 total NSF

CTW 014 (M2 classroom)
• 2018 audiovisual upgrades - desk microphones and larger TV monitors

UK COM Student Lounge
• Renovated student common space
• Purchased Ping Pong Table (based on student feedback)

Helpful Reminders:

• UK COM is one medical school (including students and faculty at regional sites, not “us vs. them”).

• There are systems in place for every facet of the curriculum delivery and student services.

• The LCME is reviewing the medical school based on its current status, i.e. use terms such as “it exists” vs. “this was just created last year”.
Societal Problems

The UK COM Medical Student Curriculum Committee has identified and approved the following five common societal problems that are taught and assessed in the curriculum:

- Alcohol Abuse
- Child Abuse
- Obesity
- Opiate Abuse
- Tobacco Abuse
LCME Site Visit Preparation Timeline

- **October 14 - 18, 2018**: LCME site visit.
  - Send all updates compiled during site visit to survey team and LCME Secretariat.

2017

- **January 2017**: Confirm LCME site visit dates.

2018

- **September 11 - 14, 2018**: Mock site visit.
- **November 2017**: Distribute ISA to student body.
- **July 23, 2018**: Submit LCME survey package.
- **April 20, 2017**: LCME Survey Prep Workshop.
- **August 2017**: Appoint members to the institutional self-study task force. Designate task force subcommittees.
- **September 2017**: Distribute completed DCI sections to the self-study task force.
- **August 2018**: Submit first set of updates to survey team.
- **September 2018**: Submit second set of updates to survey team.

2019

- **May/June 2018**: Update DCI, DCI appendices, and self-study summary with current information.
- **February 2019**: LCME issues accreditation decision.
- **March 2019**: LCME sends accreditation letter to school officials.

Regional Campus Expansion

*General Faculty Update*

**September 25, 2018**
The Why

- A **physician workforce shortage** currently exists throughout the Commonwealth of Kentucky.
- It has been established through the training paradigms of several universities throughout the country, including in Kentucky, that **physicians are more likely to remain in, or return to, the areas in which they trained to establish their practice**.
- College of Medicine has a deep applicant pool, but the **college does not have the space and programmatic resources** to significantly increase its class size on the Lexington Campus.
- At a medical school with one or more regional campuses, the faculty at the departmental and medical school levels at each campus are **functionally integrated by appropriate administrative mechanisms** (e.g., regular meetings and/or communication, periodic visits, participation in shared governance, and data sharing).
The Focus

- Providing comparable educational experiences, student support services, and equivalent methods of assessment to ensure all medical students achieve the same medical education program objectives
- Establishing and growing a qualified candidate pool
- Retaining students to practice in Kentucky, especially in non-urban areas and in specialties that address the Commonwealth’s health disparities and workforce needs
- Identifying clerkship rotation sites across the full complement of disciplines
- Providing clinical faculty who deliver and facilitate small-group learning experiences
- Solving the challenges in healthcare through transdisciplinary integration and inclusive excellence of high impact research, education, and expert clinical care

The Journey
The Space

- 24,000 sq. ft. of **leased** space
- September 19, 2018 - full occupancy and functionality
The Students

- 30 Students
- 14 Females / 16 Males
- 4 are first-generation college students
- 80% earned a degree from a Kentucky college or university

<table>
<thead>
<tr>
<th>Kentucky Institution</th>
<th>No. Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellarmine University</td>
<td>1</td>
</tr>
<tr>
<td>Berea College</td>
<td>1</td>
</tr>
<tr>
<td>Campbellsville State College</td>
<td>1</td>
</tr>
<tr>
<td>Centre College</td>
<td>1</td>
</tr>
<tr>
<td>Eastern Kentucky University</td>
<td>1</td>
</tr>
<tr>
<td>Transylvania University</td>
<td>1</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>1</td>
</tr>
<tr>
<td>University of the Cumberlands</td>
<td>1</td>
</tr>
<tr>
<td>Kentucky Wesleyan College</td>
<td>1</td>
</tr>
<tr>
<td>Western Kentucky University</td>
<td>1</td>
</tr>
</tbody>
</table>

The Faculty

- Diana Cavanah Propst, MD
  - Appt. - Internal Medicine
- Don Brown, DO
  - Appt. - Surgery
- Sonya Dick, DPT
  - Appt. - Neuroscience
- J. Paul Rubico, MD
  - Appt. - Diagnostic Radiology
- Marcos Feiters Farray, MD
  - Appt. - Pediatrics
- Todd Cheever, MD
  - Associate Dean - Psychiatry
- J. Scott Lohman, MD
  - Appt. - Psychiatry
- Jennifer Shuemaker, MD
  - Appt. - Internal Medicine
- Aaron Wichman, PhD
  - Appt. - Behavioral Sciences
The Staff

Steve Briggs
Standardized Patient/Simulation Coordinator

Heather Childress
Curriculum Support Coordinator

Penny Daniels
Administrative Assistant

Sarah Inman
Registrar

Kent Lewis
Student Affairs Officer

Charles McCoy
Academic Support Technologist

Denise Mejia
Field Service Analyst

Schyler Pentecost
Admissions Coordinator

Alice Williams
Budget Officer

The Recognition

• Bowling Green Chamber of Commerce: 2017 Impact Award Winner
  – Through leadership, partnerships, and financial support, recognized for our outstanding contribution and impact on the future of health care in South Central Kentucky
The Numbers

- 116 Work Group Members
- 14 Regional Campus Advisory Committee Members
- 11 Local Employees UK College of Medicine
- 11 Adjunct Faculty
- 30 STUDENTS Received Acceptance Offers

Early Assurance Program Partnering Institutions

<table>
<thead>
<tr>
<th>Partnering Institutions</th>
<th>Maximum Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campbellsville University (Campbellsville)</td>
<td>2</td>
</tr>
<tr>
<td>Kentucky Wesleyan College (Owensboro)</td>
<td>2</td>
</tr>
<tr>
<td>Lindsey Wilson College (Columbia)</td>
<td>2</td>
</tr>
<tr>
<td>Murray State University (Murray)</td>
<td>4</td>
</tr>
<tr>
<td>Western Kentucky University (Bowling Green)</td>
<td>10</td>
</tr>
</tbody>
</table>

Steve Haist, MD
Associate Dean
Working Timeline

Admissions

- September 2018: Dean receives notice of LCME's decision on proposal
- February 2018: COM Board meeting
- December 2017: Proposal sent to COM Curriculum Committee
- March 2018: Health Care Colleges Council
- May 2018: Proposals due to SACSCOC
- University Senate

UK / Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

- February 2018: CCM Faculty Council
- June 2018: UK Board of Trustees
- SACSCOC Board of Trustees Meeting
- January/February 2019: LCME Re-accreditation final notification

Liaison Committee on Medical Education (LCME)

- 10/14/18 - 10/18/18: LCME site visit
- 9/12/18 - 9/14/18: LCME Mock Site Visit
- May 2018: Application process for 2019-20 class begins
- Fall 2017: Recruitment for 2019-20 class begins
- 7/12/17: Deadline to submit proposal for 2019-20 matriculation

The Space

- The A.D. Albright Health Center
  - 23,000 sq. ft. leased space
  - Anticipated occupancy May 2019

The Space

- The A.D. Albright Health Center
  - 23,000 sq. ft. leased space
  - Anticipated occupancy May 2019
## Faculty Affairs

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Faculty Needed</th>
<th>Time Commitment (in hours)</th>
<th>Status</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anatomist (MD 814)</td>
<td>1-2</td>
<td>140/Sufficient for Prosection</td>
<td>Appointment Progressing</td>
<td>Candidate identified</td>
</tr>
<tr>
<td>Radiologists (MD 814 &amp; 818)</td>
<td>2</td>
<td>60/4*</td>
<td>Appointment Process Initiated</td>
<td>3 Candidates identified</td>
</tr>
<tr>
<td>Physical Exam Physicians (MD 814, 817 &amp; 818)</td>
<td>3</td>
<td>60/4*/8*</td>
<td>Not Initiated</td>
<td>TBD</td>
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<tr>
<td>Behavioral Scientists (MD 811)</td>
<td>3-4</td>
<td>200</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
<tr>
<td>Physicians (MD 811)</td>
<td>4</td>
<td>110</td>
<td>Not Initiated</td>
<td>TBD</td>
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<tr>
<td>Physicians for Case-based Discussion</td>
<td>4</td>
<td>35*</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
<tr>
<td>Physician for Digital Labs</td>
<td>1</td>
<td>2.8*</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
</tbody>
</table>

* Additional expectation of prep time and availability for student questions

## Faculty Affairs

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Faculty Needed</th>
<th>Time Commitment (in hours)</th>
<th>Status</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geneticist (MD 810)</td>
<td>1</td>
<td>6*</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
<tr>
<td>Psychiatrist/Psychologist (MD 813)</td>
<td>1</td>
<td>25*</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
<tr>
<td>Neurologist (MD 817)</td>
<td>1</td>
<td>20*</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
<tr>
<td>Physician for Team-based Learning</td>
<td>1</td>
<td>6*</td>
<td>Not Initiated</td>
<td>TBD</td>
</tr>
</tbody>
</table>

* Additional expectation of prep time and availability for student questions
## Early Assurance Program

<table>
<thead>
<tr>
<th>Partnering Institution</th>
<th>Maximum Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asbury College (Wilmore)</td>
<td>2</td>
</tr>
<tr>
<td>Bellarmine University (Louisville)</td>
<td>2</td>
</tr>
<tr>
<td>Berea College (Berea)</td>
<td>2</td>
</tr>
<tr>
<td>Centre College (Danville)</td>
<td>3</td>
</tr>
<tr>
<td>Eastern Kentucky University (Richmond)</td>
<td>2</td>
</tr>
<tr>
<td>Georgetown College (Georgetown)</td>
<td>2</td>
</tr>
<tr>
<td>Northern Kentucky University (Highland Heights)</td>
<td>5</td>
</tr>
<tr>
<td>Thomas More College (Crestview Hills)</td>
<td>2</td>
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<tr>
<td>Transylvania University (Lexington)</td>
<td>3</td>
</tr>
<tr>
<td>University of the Cumberlands (Williamsburg)</td>
<td>2</td>
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### The Scorecard

#### Overview of Key Milestones as of August 31, 2018

<table>
<thead>
<tr>
<th>Work Group</th>
<th>Number of Key Milestones</th>
<th>Percent Complete</th>
<th>Status Indicator</th>
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<tbody>
<tr>
<td><strong>Facilities</strong></td>
<td>21</td>
<td>61%</td>
<td>●</td>
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<tr>
<td><strong>Faculty Affairs</strong></td>
<td>11</td>
<td>22%</td>
<td>●</td>
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<tr>
<td><strong>Curriculum</strong></td>
<td>10</td>
<td>39%</td>
<td>●</td>
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<tr>
<td><strong>Admissions</strong></td>
<td>12</td>
<td>84%</td>
<td>●</td>
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<tr>
<td><strong>Student Affairs</strong></td>
<td>13</td>
<td>19%</td>
<td>●</td>
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<tr>
<td><strong>Compliance</strong></td>
<td>6</td>
<td>47%</td>
<td>●</td>
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<tr>
<td><strong>External Relations</strong></td>
<td>9</td>
<td>44%</td>
<td>●</td>
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<tr>
<td><strong>Finance</strong></td>
<td>9</td>
<td>84%</td>
<td>●</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>10</td>
<td>89%</td>
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<tr>
<td><strong>Information Technology</strong></td>
<td>18</td>
<td>35%</td>
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<tr>
<td><strong>Internal Audit</strong></td>
<td>4</td>
<td>8%</td>
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<tr>
<td><strong>Legal</strong></td>
<td>14</td>
<td>57%</td>
<td>●</td>
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<tr>
<td><strong>Philanthropy</strong></td>
<td>6</td>
<td>29%</td>
<td>●</td>
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<tr>
<td><strong>Risk Management</strong></td>
<td>9</td>
<td>8%</td>
<td>●</td>
</tr>
</tbody>
</table>

<10 Partnering Institutions
<25 Northern Kentucky Available Seats

Total Campus Expansion Initiative Progress to Date:
(On Target)
## The Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants chose Northern Kentucky Campus</td>
<td>35</td>
</tr>
<tr>
<td>Interviewed or are scheduled for interviews</td>
<td>25</td>
</tr>
<tr>
<td>Chose as 2nd Choice Northern Kentucky Campus</td>
<td>156</td>
</tr>
<tr>
<td>Class Size</td>
<td>35</td>
</tr>
<tr>
<td>Work Group Members</td>
<td>196</td>
</tr>
<tr>
<td>Regional Campus Advisory Committee Members</td>
<td>14</td>
</tr>
<tr>
<td>Local UK College of Medicine Employees, growing to 16</td>
<td>4</td>
</tr>
</tbody>
</table>

### Tentative Occupancy
- Late Spring 2019

### White Coat Ceremony
- August 2, 2019

### Classes Begin
- August 5, 2019

### Renovation Begins
- September 2018

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**Kentucky is my land.**

It is a place where the wind and sun

In the very heart of America.

If these United States can be said to exist

Kentucky can be called its home.
Physician Compensation Update
Roxie Allison
Dr. Dobbs

College of Medicine Compensation Committee

Executive Sponsorship
Role: provide oversight and approval authority for all matters related to faculty/provider compensation and productivity.
Members: Dean, EVPHA, Provost, and VP-Chief Human Resources Officer
Frequency: Bi-annually (quarterly year 1)

College of Medicine Compensation Planning Committee
Role: set overall direction for compensation programs. Review and recommend for approval plans. Develop chair/director stipends and incentives.
Members: Dean, Vice Dean for Research, Vice Dean for Education, Senior Associate Dean for Faculty Affairs, Associate Dean for Clinical Initiatives, Associate Dean for Medical Affairs, Associate Dean for Diversity and Inclusion, Associate CFO
Frequency: Monthly

Practice Plan Committee
Role: to establish compensation and productivity expectations for physician faculty members and other faculty clinical providers
Members: The college opts to utilize the elected members of the KMSF Board as the PPC, Associate Dean for Clinical Initiatives and Associate CFO
Frequency: Weekly, Tuesdays at 7:00 a.m.
Finance: Brad Kidd
Project Support: Shannon Grimsley

Academic Compensation Committee
Role: to establish compensation and productivity expectations for faculty members
Members: Vice Dean for Research, Associate CFO, Doug Andrus, Ong Nee, Michael Kilgore, Barbara Makolaczyk, Xianglin Shi, and Donna Wilcox
Frequency: Meets bi-weekly
Finance: Jessica Slone
Project Support: Jennifer Steinman

CoM CPC Advisory Committee
Role: Provide additional perspectives and input
Members: CMO, business leader
Frequency: Quarterly

Productivity Advisory Group
Role: Broad representation to give input and provide feedback
Members: Practice Plan committee plus additional department and faculty council representatives
Frequency: Meets the 4th Tuesday of each month at 7:00 a.m.

Academic Advisory Group
Role: advisory group for the academic compensation committee and other topics
Members: TBN (faculty, not chairs)
Frequency: Every other month

APP Advisory Group
Role: advisory group with broad representation to give input and provide feedback
Members: TBN
Frequency: Quarterly

College of Medicine Compensation Committee DRAFT
WHY do we need a new physician/provider compensation model?

Overall plan framework

Build-up model consisting of relevant components to determine annual base compensation

- Academic base
- Roles (Administrative, Medical Director, Education)
- Research
- Patient care based on prior/predicted productivity
  - VA
  - Other

- Indicates incentive opportunity for this component
**Overall plan framework**

Base compensation + Incentive compensation = Total compensation

- Academic base
- Roles
- Research
- Patient care
- Other
- VA

- Dean's Academic Incentive
- Roles
- Wethington Award
- Productivity/Quality/Outcomes

**FY20 Compensation Plan timeline**

- Plan period begins FY20
- Communicate changes broadly to faculty (department meetings and individually)
- Model plan using FY18 data
- Finalize recommendations

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar</td>
<td>Jan-Mar</td>
</tr>
<tr>
<td>Apr</td>
<td>Apr-Jun</td>
</tr>
<tr>
<td>May</td>
<td>Jul</td>
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<td>Jun</td>
<td>Aug</td>
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<td>Jul</td>
<td>Sep</td>
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<td>Aug</td>
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<td>Sep</td>
<td>Nov</td>
</tr>
<tr>
<td>Oct</td>
<td>Dec</td>
</tr>
</tbody>
</table>

- PPC: Review Strategic Plan and Examples
- PPC: Change from leaders
- PAG: Draft plan design
- PAG: Review and feedback
- Sept 7 PPC retreat prep
- Sept 25 PAG retreat
- Sept 7 PPC retreat prep
- Sept 25 PAG retreat
- Review modeled impact with each chair
- Dept. faculty meetings
Opportunities for feedback

• Contact Practice Plan Committee or Productivity Advisory Group members
• Attend updates at department faculty meetings
• Email to COM-PAG@uky.edu

Gavel Presentation
Kristy Deep, MD

Thank you for your service, Dr. Whiteheart!